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22 June 1964

MEMORANDUM FOR: Director of Training

SUBJECT : Counterinsurgency Program Planning Course (CIPP)

- REFERENCES :
- a. Memorandum for DTR, Subject: Course Report, Counterinsurgency Program Planning Course No. 5, from [REDACTED], Chief Instructor, dated 18 June 1964
  - b. My memorandum for DTR, Subject: Conference at [REDACTED] JOT Program, dated 17 June 1964
  - c. OTR Notice 10-64, Subject: National Security Memorandum No. 283, dated 10 April 1964
  - d. National Security Memorandum No. 283, Subject: U.S. Overseas Internal Defense Training Policies and Objectives, dated February 1964

1. Although I do not normally make detailed comments on the course reports of my chief instructors, I feel that we are at a critical stage in the development of this course and must resolve certain problems concerning its future. These problems have arisen based on the DTR's approval to change the name of the course and also to some extent its content. While a number of decisions on these matters can be resolved within OTR, I believe it is necessary for us to coordinate our efforts with the DDP and request their assistance.

2. One of the major considerations regarding the future of this course or its successor depends upon the proper selection of the chief instructor. [REDACTED] is tentatively scheduled for reassignment sometime during the summer of 1964. Not only should this replacement be named prior to [REDACTED] departure, but there are certain factors regarding his qualifications which I believe

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merit your immediate consideration. First, I feel that [REDACTED] replacement should have as much as possible the pedagogical ability which [REDACTED] has so well displayed in presenting this course in the past and laying the groundwork for its future. His replacement should also have certain operational qualifications in order to adequately carry on the job started by [REDACTED] he should have been a recent chief of station (base) or deputy chief of station (base) at a small post. He also should have a working knowledge of the organization and operation of the Clandestine Services at Headquarters. A knowledgeable person with active senior contacts in the CS would be invaluable. I also feel that this person should be given the benefit of some of our own specialized training, including the CSR and National Interdepartmental Seminar. In any event, careful consideration and mutual interest should be taken by OTR in conjunction with the DDP in his selection since proper selection will serve to our mutual benefit.

3. A major concern of [REDACTED] report is in regard to the future name of this course. While I did not originally think this was a major consideration, I now believe that there are certain implications which should cause us to think carefully about this matter:

a. If we abolish the name "CIPP," will this serve to embarrass the Agency in future reports concerning our Counterinsurgency/Internal Defense training? (Reference d.) I do not think so. [REDACTED] has indicated that a new one-week course might be developed if there is deemed to be a vacuum. (Reference a, para 12.) I do not think this is really necessary if we can assure ourselves that we present an adequate coverage of Counterinsurgency/Internal Defense in other courses. (References c and d.)

b. Regardless of the name which is selected for the successor to the CIPP, [REDACTED] assures me that the appropriate portions of NSAM 283 will be covered in this course. They may be less clearly identified as being specifically applicable to Internal Defense; however, the OIDP and the COS' obligations in the Internal Defense effort will continue to be included.

c. Although as [REDACTED] points out in Reference a, para 9, there has been a great amount of confusion as to the true nature and content of the existing course, I am wondering if this same reaction would occur if we approved the re-naming as [REDACTED] suggests, "Chiefs of Station Seminar." In paragraphs 11-14, Reference a, [REDACTED] presents his views. While I support his views concerning the objectives of the course as well as the types of participants, I cannot wholeheartedly agree to that exact title.

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4. Therefore, regarding the "Recommendations" (Reference a):

Paragraph 17 - I do not wholly concur with selection of the name "Station Chiefs" without careful consideration, although I support the idea of calling it a "Seminar" regardless of the name.

Paragraphs 18 and 19 - I concur with 12-15 as being the appropriate number of students per course and wish to re-emphasize the need for selecting the proper level and type of student. Regardless of the name, the seminar has already been scheduled for three runnings in FY 1965, one in the late fall of 1964, one in the early spring of 1965 and the other in the late spring of 1965.

Paragraph 20 - I feel that not only do we need to inform the DDP about the course, but we need his assistance in all aspects of promoting and supporting the course. This would include selection of the name. If we can solicit his assistance, the division and staff training officers can be expected to fall in line. The DDP, ADDP and DDP/TRO have supported this course in the past, but I feel that with the implementation of our new venture even additional and continuing support will be required.

5. I request your comments.

[REDACTED]

Chief, Headquarters Training

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OTR/OS/HT/SA:nd

Distribution:

- Orig & 1 - DTR
- 1 - DDP/TRO
- 1 - C/OS
- 1 - [REDACTED]
- 1 - Subject file

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18 June 1964

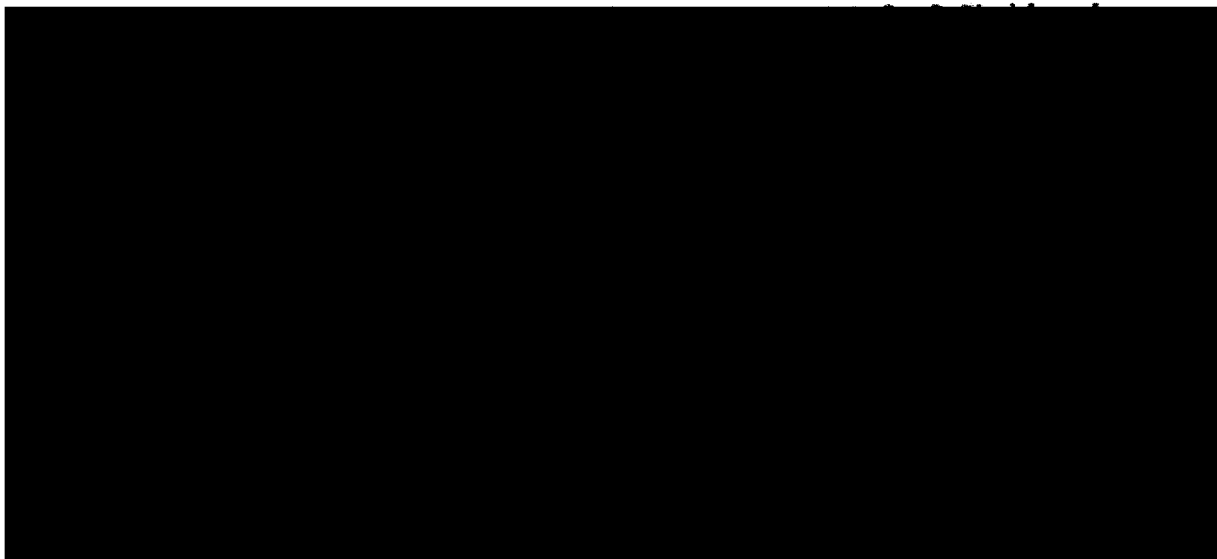
**MEMORANDUM FOR:** Director of Training

**SUBJECT :** Course Report -- Counterinsurgency Program Planning  
Course No. 5

Course Description

1. Counterinsurgency Program Planning Course No. 5 opened on 11 May 1964 with 15 students, ran three weeks half-time, and closed on 28 May. There were 6 officers from PA Division, 4 from VII, three from AF, one from ME, and one from the Office of Training.

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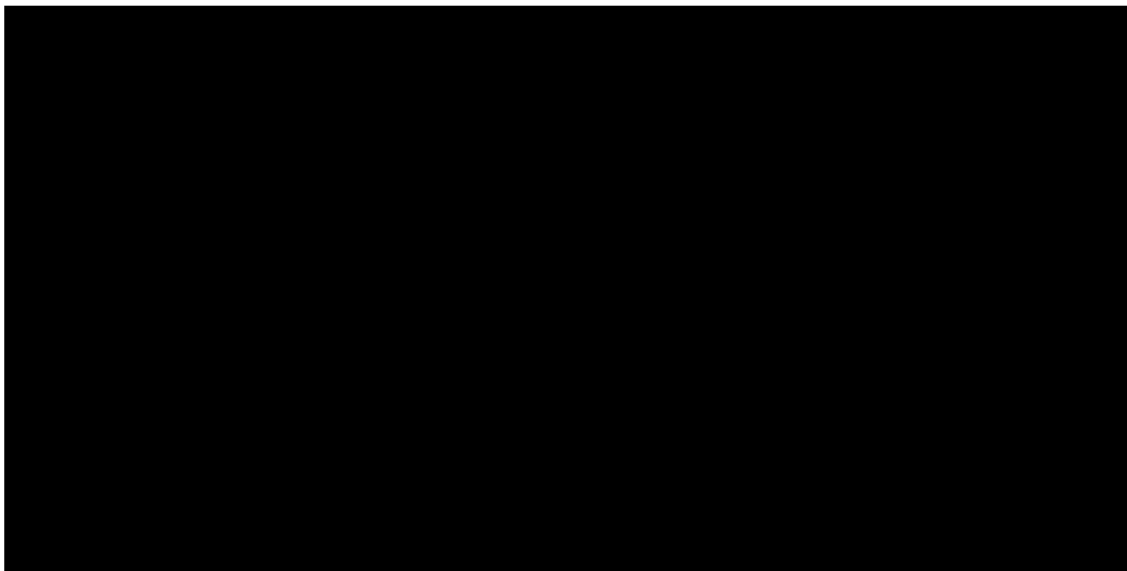


GROUP 1  
Excluded from automatic  
downgrading and  
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3. This group, as their background would suggest, contributed greatly to the success of the Seminar. Their high interest and their extensive professional experience combined to produce almost continuous discussion of a high order of value throughout the Seminar.

4. We were particularly fortunate to have U. Alexis Johnson, Deputy Under Secretary of State for Political Affairs, address the group on the second day. The invitation was extended to him through Joseph Smith of State Department by [redacted] of the Special Group office. Secretary Johnson spoke not only as a voice of the Department, but also of the Special Group Counterinsurgency and the Special Group 5412. For this session we obtained the Director's Conference Room on the seventh floor. At [redacted] suggestion, we invited the senior officers who have given so much support to this course to sit in with us. Nearly all attended. We planned a small luncheon for Mr. Johnson in the Director's dining room following the address, but a White House meeting was called, and Mr. Johnson and Mr. McCone left for it together immediately after the talk.

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Principal Changes

5. The principal changes in the course were as follows:

a. [REDACTED] Special Group Officer, led a new and valuable discussion which covered U.S. policy and how it is created, the clandestine services as an instrument of policy, and our intelligence support to the making and implementation of policy.

b. [REDACTED], Special Assistant to HRP, discussed COS relations with Ambassadors and other members of the country team.

c. [REDACTED] Deputy Director of Training, gave an excellent round-up presentation on our relationships with the other government representatives posted in the field.

d. Joseph Kitchen, Special Assistant to the Deputy Director for Policy and Plans of UNIA, represented his Agency, replacing Brian Bantey (now UNIA Training Director).

e. [REDACTED] Deputy Chief of FE Division, gave the first of [REDACTED] two scheduled talks, as Bill was in Saigon with Secretary McNamara. Bob also gave his regular talk later in the course.

f. Colonels Chisholm and Short of the Plans, Doctrine and Resources Division of the Joint Chiefs of Staff, made their first appearance at this course as representatives of the Department of Defense. The session was excellent, and was made more so by the presence of [REDACTED] whom I invited to represent [REDACTED].

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25X1A g. [REDACTED] Deputy Chief of FI Staff, gave a global view of CIA liaison activity. Later in the course he returned to discuss the SIACIA agreement between State and CIA. These two sessions should be permanently incorporated in the schedule.

25X1A h. [REDACTED] FI Division's Chief of Support, made a new presentation on the managerial responsibilities of the Station Chief as they are viewed by a Support Chief.

25X1A i. [REDACTED] Chief of Telecommunications, combined his presentations on communications into one four hour session, which included a briefing-tour of the Washington Signal Center, conducted by [REDACTED]. This treatment of communications has been found invaluable by all who have experienced it.

25X1A j. A new presentation on Clandestine (Agent) Communications was added separately -- an improved substitute for the course briefing previously conducted in the 00-04 PM display room. [REDACTED] who conducted the session, brought the group up to date -- and into the future -- on equipment and systems in being and in development.

25X1A k. [REDACTED] Reports and Review Staff, made a joint presentation which opened up, in an entirely new way, the section dealing with the COS's responsibility for directing operations. They drew on their recent experience in developing a station performance evaluation system, one which is now being used throughout the FI area. A very valuable session which blended the direction, evaluation, and re-direction of station activity.

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1. [REDACTED] Chief of IE Division, delivered an outstanding presentation which was based on the agenda of his last station chiefs conference in the Near East.

2. [REDACTED] Chief of SE Division, introduced a new and important topic in the course: the conduct, world-wide, of operations against Soviet targets at home and abroad.

3. [REDACTED] suggestion, led a discussion, which was found most valuable by the group, on training support to field stations.

4. [REDACTED] Chief of WH Division and [REDACTED]

5. [REDACTED] jumped in on a moment's notice for [REDACTED] and did a first rate job on the Agency's paramilitary mission.

6. [REDACTED] made an excellent and provocative presentation on CIA's experience in working with the mountain tribes of [REDACTED]

#### Reaction to the Course

6. The reaction to this course, both by the guest speakers (who have also served as advisors in its reformation) and by the officers who have been enrolled in it, has been impressive and encouraging. We have been told that this training is now con-

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sidered mandatory for all Chiefs of Station posted to the Near East. Many of the students, particularly the most senior among them, have recommended that all Chiefs and Deputy Chiefs of Station and certain other senior officers be required to attend this Seminar before going to the field. When these thoughts were expressed, there was agreement that we are not seeking to train the Chiefs of Station for [REDACTED] that should continue to concentrate on the small and medium size stations, and that we should probably continue to give more attention to the less developed and more critical areas.

7. There were no recommendations for dropping any of the subjects treated in the Seminar. Several officers felt that somewhat less time could be spent on COS' relations with [REDACTED] and that the discussions on this subject overemphasized the problems of getting along with them. These views were rather effectively quashed in open discussion, however, by the more senior and experienced students, who felt that no abridgment or change of emphasis would be justified.

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8. There were numerous suggestions, some I think quite valid, for additions to the course. Among these was the suggestion that we beef up the section which deals with the COS' responsibility for managing the station, by treating in greater detail such topics as financial responsibility, administrative regulations, authority specifically granted to the COS, and limitations on that authority. More time also should be given to the subject of reporting -- both intelligence reporting and estimative reporting.

9. Several of the officers recommended strongly that the name of the course be changed to reflect the fact that it is a seminar designed for station chiefs and other senior officers. They pointed out that they had resisted enrollment because of the course's present title. Had it been called, for example, "Station Chiefs' Seminar", they and others would have sought to enter the course on their own initiative.

10. There was total endorsement of our effort to conduct this training as a seminar, with informal discussions replacing lectures.

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Observations and Conclusions

11. We now understand that the name of the course can be changed. This will be an important development in eliminating confusion and in increasing the course's appeal. It may be interesting to note that the first several minutes of conversation with each of the 35 or so guest speakers, even those who had helped recreate the course and are regularly scheduled in it, have to be devoted to explanation — that this is our Counterinsurgency Course; not the one at FBI; yes, the one which is now a Seminar for Station Chiefs and senior officers.

12. Whether the name change will necessitate creating another course bearing the "Counterinsurgency" label remains to be seen. If so, as I mentioned to [REDACTED] we could prepare a brief course, perhaps mornings only for one week, and admit candidates from all segments of the Agency.

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13. With the renaming of the CIEP, it is important to review and reconsider for whom it will be given. Current thinking is that we should accept Chiefs of Station and Deputies, Chiefs of Base and Deputies, Operations Chiefs and certain other senior station officers, Branch Chiefs and Deputies at headquarters, and perhaps Chiefs of Support. The focus of instruction would remain, however, on the problems of running CIA stations in the field. Thus, with whatever changes we wish to consider, it would continue to be a seminar for Chiefs of Station, to which other selected officers would be admitted. There are two points I would like to stress:

a. The reason for the great interest of the senior officers who have helped recreate this course and speak in it regularly is that they are vitally interested in the training of station chiefs and believe that the course is beginning effectively to do this.

b. Officers who are going out to be COS's or to occupy other senior positions are very much interested in a course on how to be a better station chief. The soon-to-be-COS is eager for all the advice he can get, and the others are delighted to be included. I do not

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mean to override the matter of salesmanship, but two and one-half years with OTR have taught us the importance of generating an appetite for training among our more senior operations officers, and a "Station Chiefs Seminar" will be a very appealing product. We've got it now in all but name.

14. With the change of name, relatively few changes will be necessary in structure and content. The course is now in four parts. I would recast it in three, thereby achieving a shift in emphasis. The content of Part I would remain essentially the same, but the description and scope should be slightly altered. Part I would still embrace the U.S. policy machinery, interdepartmental coordination, the Special Groups, and would include discussions with representatives from the other departments and agencies.

15. Part II would remain the same in structure. "The Management of Stations" (Section C) should be more fully developed. We can include here, as [redacted] suggested, a session or two with the Inspector General's staff. More detail should be added on such things as financial responsibility, regulations, COS authority, and limitations on that authority. Into "The Direction of Operations" (Section D) I would put, perhaps with some changes, the discussions which now appear as Part III under the heading of "Military and Paramilitary operations". "Review, Seminar, and Conclusion" would then become the third and last part of the course.

16. We should continue to experiment with new material, but there is little, we feel, which can be removed from the course as it is now formulated.

#### Recommendations

17. Of the many possibilities I have considered, I strongly recommend retaining this course the "Station Chiefs' Seminar."

18. The Seminar should be run with a minimum of 12 and a maximum of 15 participants.

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19. If marginally qualified officers are admitted to the Seminar, they must not outnumber those whose qualifications are unassailable.

20. Every effort should be made to inform all senior officers of the IEP, as well as the division and staff training officers, of the purpose and character of the Seminar.

  
Chief Instructor

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Attachment:

Course Schedule

Distribution:

Orig. & 1 - DSI  
1 - C/OS/TR  
1 - IEP/TRO  
2 - IEP/OS/TR

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